

Intrinsic Motivation and Job Satisfaction During The Covid-19 Pandemic: The Mediating Role of Innovative Work Behaviour

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Abstract. This study aims to analyze the effect of intrinsic motivation on job satisfaction during the covid-19 pandemic with innovative work behaviour as a mediator. The State Civil Service has a strategic role in carrying out general government duties and providing services to the community. Government agencies need to ensure that their employees are performing well. The literature notes that one strategy to improve employee performance is paying attention to job satisfaction. Unfortunately, the Covid-19 pandemic has caused the job satisfaction of government employees to decline. One of the factors identified as the cause of the decline in job satisfaction is employee intrinsic motivation. The research subjects are all Regency Transportation Service office employees in Indonesia. The sampling technique is a saturated sample method involving all population members as respondents. The researchers collected the data through questionnaires distributed directly to the target respondent within two weeks. One hundred seventeen employees were involved in the study. The researchers analyzed the data using multiple regression analysis and path analysis techniques with the help of SPSS software. The results of this study show that intrinsic motivation has a significant effect on job satisfaction and innovative behaviour has a significant positive effect as a mediator on the influence of intrinsic motivation on job satisfaction.

Keywords: Innovative Behaviour, Intrinsic Motivation, and Job Satisfaction

1 Introduction

Inevitably, the Covid-19 pandemic has profoundly impacted the attitudes and work behaviours of nearly all employees across all industries. Changes in work systems and patterns due to work-from-home policies and unpredictability have influenced employees' work attitudes. This investigation was conducted as practically every country, including Indonesia, entered the second year of the COVID-19 pandemic, during which the number of verified positive cases grew. To prevent the spread of the covid 19 virus, Work From Office and Work From Home (WFO-WFH) restrictions were maintained to limit employee mobility.

When the government implemented the WFH policy, most workers welcomed it happily. Employees who are married and have children do not have to worry about who will look after their children during the pandemic. But like two sides of a coin, working from home also has a negative side. Symptoms of a decrease in employee motivation during the Covid-19 pandemic were conveyed [33]. They state that most employees feel bored with the uncertain work system (sometimes WFH or WFO, and often changed because someone was exposed to the diseases). This condition has an impact on decreasing their work motivation. Survey results reported in the Harvard Business Review (HBR) show that of the 9700 employees studied, those who work from home or not in the office have lower levels of motivation than those who work in the office (see graph below).

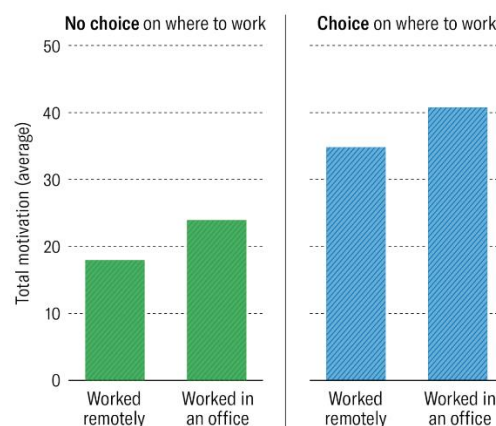


Figure 1: Level of motivation of USA employees during pandemic Covid-19

While most employees were experiencing low motivation, they were required to be more innovative in their work. Creativity can help organizations survive, develop, and compete to achieve common goals and keep institutions competitive in the work environment [1]. Every company needs innovative work behaviour from employees. Innovative work behaviour, or IWB, occurs when someone voluntarily provides others access to innovation and experience [2]. Employees who have innovative behaviour can create creative ideas into something new and dare to develop these ideas within the company [3]. This demand also applies to civil servants at the central and regional levels to innovate in providing digital technology-based public services.

Deputy for Public Services at the Ministry of Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia, Diah Natalisa, revealed that the pandemic forced government officials to make behavioural and cultural changes. In this case, the government officers must behave more innovatively and creatively.

Interestingly, IWB can be improved if employees have high motivation, both intrinsic and extrinsic motivation [4], [5]. The higher the employee's work motivation, the higher the innovative work behaviour, and vice versa. More specifically, intrinsic motivation encourages employees to work creatively based on interest, curiosity, and desire to learn continuously.

The research background indicates interesting issues, decreased employee motivation and demands for innovative behaviour during the Covid-19 pandemic. Previous research shows that low motivation can cause a decrease in employee job satisfaction. Several researchers identified this phenomenon, for example [6], [7], [8], [9]. They stated that employee motivation significantly influenced job satisfaction during the Covid-19 pandemic.

Innovation theory highlights that innovation is broader than creativity and encompasses the application of ideas that have been generated. Therefore, [10] established Innovative Work Behaviour (IWB), which covers creating thoughts and the behaviours required to apply these ideas to increase individual and organizational performance. Innovative Work Behaviour (IWB) is defined by [10] as individual behaviour that aspires to achieve the level of introduction or to attempt to introduce (in the workplace, groups, or organizations) ideas, processes, products, and services. These behaviours are self-initiated, involve pursuing challenging objectives, and are frequently socially oriented.

Innovative work behaviour emphasizes the individual attitude of creative employees towards something that changes from traditional to modern. Innovative work behaviour will be seen in the attitude of employees' daily life who will have a critical mind, determine the attitude that is left behind towards a more advanced attitude and strive so that the change effort can be helpful to and add value. Employees who behave innovatively will try to solve problems using ways that are not the same as ordinary people but will be more effective and efficient. We agree that Innovative Work Behaviour results from sufficient need fulfilment and intrinsic motivation, but in another context, it can also be approached as a need-fulfilling experience. In this context, innovative work behaviour can become the reason for increased job satisfaction. Innovative work behaviour raises new ideas for work so that employees feel happy doing a job and have positive feelings about the job, meaning that innovative work behaviour increases job satisfaction [11], [12].

Interestingly, while intrinsic motivation and innovative work behaviour are both antecedents of job satisfaction, it is found that intrinsic motivation is also the antecedent of innovative work behaviour. In the research of [13], [14], [2] and [15], it is proven that intrinsic motivation has a significant positive effect on innovative work behaviour. This relationship indicates that innovative work behaviour mediates intrinsic motivation and job vacancies.

Based on the phenomenon gap (low level of motivation during a pandemic), this research aims to investigate the impact of employee motivation during pandemic Covid-19 on innovative work behaviour and job satisfaction. In addition, this research examines the role of innovative work behaviour as a mediator between intrinsic motivation and job satisfaction.

2 Literature Review

2.1. Intrinsic Motivation and Job Satisfaction

To accomplish organizational objectives, motivating people to work in conformity with those objectives is necessary. Motivation is the term for the driving force [16] Motivation encourages a set of human behaviour processes toward goal attainment. It is the process that explains an individual's intensity, direction, and tenacity in pursuing organizational objectives [17]. There are two types of motivational stimuli: intrinsic and extrinsic motivation [17].

Intrinsic motivation occurs when an employee finds their task fascinating and derives immediate satisfaction from the activity. This form of motivation arises from within the individual without external force or encouragement due to his own free choice. The worker's understanding of the significance, rewards, and significance of his labour serves as the driving force behind his work.

According to [18], [19], and [20], intrinsic motivation has a substantial beneficial impact on job satisfaction. This demonstrates that providing employees with intrinsic motivation can boost job satisfaction [21],

22]. Therefore, the more internal motivation, the greater the job happiness. Consequently, the researcher formulates the following hypothesis:

H₁: Intrinsic motivation has a positive and significant impact on job satisfaction

2.2. Innovative Work Behaviour and Job Satisfaction

Innovative Work Behaviour (IWB) is a series of activities that workers gradually carry out to develop and improve effective work behaviours [23]. It is an individual behaviour to create, produce and apply new ideas in working according to roles for groups or organizations that aim to benefit the work of individuals, groups, or organizations [24]. IWB is individual behaviour that aims to achieve initiation, the intentional introduction of new and valuable ideas, processes, and products [23].

IWB includes the following steps of action. First, know and understand the scope of work and potential problems. Second, be highly aware of the quality of work and creatively seek solutions. Third, build cooperation and joint commitment to realize innovative improvement proposals in group work processes. Fourth, apply the proposed improvement in the work.

[23] describe four IWB measurement dimensions. The first is referred to as "Opportunity Exploration." It examines ways to enhance the current service or delivery process or conceiving of new work processes, products, or services. The second is "Generation of Ideas." In addition to the ability to see opportunities or opportunities, they claim that the ability to find innovative ways to capitalize on those opportunities is vital for innovation. Idea generation is the process of developing concepts for enhancement. The ideas created may pertain to new products, services, or procedures, entry into new markets, improvements to existing work processes, or general solutions to identified issues. The third is "Leadership." It is another critical part of the idea-generation process. Coalitions are frequently required to implement advances; pitching ideas to possible partners is how to achieve power. The prospective users of the proposed innovation (colleagues, leaders, consumers, etc.) are frequently uncertain about the innovation's additional value. To be able to market to and convince him requires our knowledge. This step is referred to as champions and entails attempting to ensure the additional value of suggested improvements. The final term is "Application." It involves enhancing a current product or technique or developing a new one. Employees must exert arduous effort and adopt a results-oriented mindset to realize the concept. Behaviour in the application refers to the efforts made by individuals to put these concepts into effect.

Prior study has investigated the relationship between inventive behaviour and job happiness. This research concludes that creative behaviour favours job satisfaction considerably [25], [12]. Based on the description and previous studies' support, the following hypothesis is formulated:

H₂: Innovative behaviour has a positive and significant effect on job satisfaction

2.3. Intrinsic Motivation and Innovative Work Behaviour

Intrinsic motivation, or the desire to work on something because it is fascinating, fulfilling, and challenging, corresponds somewhat with creative behaviour. An individual's intrinsic motivation originates from within. A motivated worker is capable of generating new and innovative ideas at work. Therefore, the more excellent employees' drive to complete a task, the more likely they are to act creatively. Employee invention is one method for fostering creativity inside a business [26].

The literature supports the relationship between intrinsic motivation and IWB. In the research of [27], [14], [2] and [15], it is proven that intrinsic motivation has a significant positive effect on IWB. Based on the description and support from previous studies, the following hypothesis is formulated:

H₃: Intrinsic motivation has a significant positive effect on IWB

2.4. Innovative Work Behaviour Mediates the Relationship between Intrinsic Motivation and Job Satisfaction

Many studies have examined the role of IWB as a mediator. Still, finding research results that focus on the part of IWB mediating intrinsic motivation's influence on job satisfaction is not easy. Some research that supports the argument includes the work of [28], [4] and [26]. The results of these studies indicate that innovative work behaviour has a significant positive effect as a mediator on the influence of intrinsic motivation on job satisfaction.

H₃: IWB mediates the influence of Intrinsic motivation on Job Satisfaction

Research Model

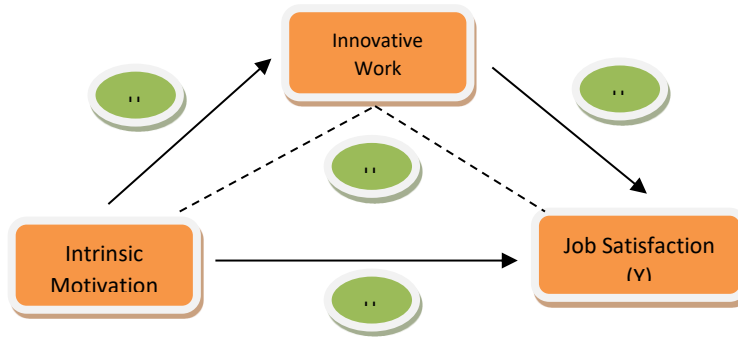


Figure 2. Research Model

3 Research Method

This quantitative research aims to analyze the effect of intrinsic motivation and IWB on job satisfaction. The object of this research is the Department of Transportation of Bantul Regency in Indonesia. The subject is employees working at the research object.

Population, Sampling, and Data

The population is the group of people, events, or things of interest that the researcher wants to investigate [28]. The population number in this study was 117 employees who worked at the Bantul Regency Transportation Office. This study's sampling technique was a saturated or a census sample, meaning that all population members were involved in the research sample. Since data was gathered directly from research respondents through questionnaires, thus data can be classified as primary data [29]. Data collected include intrinsic motivation, IWB, and job satisfaction.

Operational Variable Definition and Measurement

IWB is described as individual behaviour that attempts to achieve initiation, which is the intentional introduction of new and valuable ideas, processes, and goods [10]. This variable is evaluated along four dimensions: 1) Opportunity investigation, 2) Idea production, 3) Idea advocacy, and 4) Application.

Referencing Luthans [31], intrinsic motivation is defined as an impulse that originates from within an individual, sometimes known as motivational elements, and is applied to work. Intrinsic motivation demonstrates that people are mindful of their obligations, perform better, and are excited about accomplishing jobs. It is evaluated based on five indicators: 1) Achievement, 2) Recognition, 3) the work itself, 4) Responsibility, and 5) Advancement.

Employment satisfaction is a happy emotional state or positive mood resulting from an evaluation of one's job or work experience [17]. Five indicators are used to evaluate this variable: 1) Salary, 2) Peers, 3) Supervisor, 4) Promotion, and 5) The nature of the employment.

All variables were measured using a Likert scale with five response options, 1 to 5.

The question items in the questionnaire have met the validity standard. Based on the results of the validity test, by calculating the correlation between the score per item and the total score per variable, all things were declared valid because the significance value was smaller than the standard used, 0.05.

Similarly, the reliability test yielded satisfactory results. All variables are declared reliable or have the consistency of measurement over time—all Cronbach Alpha value of each variable above 0.7.

Data Analysis Technique

Data were analyzed using regression and path analysis. Path analysis is one of the extensions of multiple linear regression analysis used to examine and discover the causal relationship between variables, particularly the mediating influence. The researchers examined normality, multicollinearity and heteroscedasticity to ensure that the data fulfilled the requirements for regression analysis [32]. The objective of the normality test is to determine whether the confounding or residual variables in the regression model have a normal distribution. The Kolmogorov-Smirnov One-Sample Statistical Test was used to test for normality in this study. The data is considered regularly distributed if the significance level is more significant than 0.05. The multicollinearity test aims to determine if the regression model discovered a correlation between independent variables. Tolerance value and Variance Inflation Factor provide multicollinearity test (VIF). Multicollinearity is not present if the value of VIF is less than 10. If the value of the VIF is more than 10, then multicollinearity exists in the data [32]. The heteroscedasticity test tries to determine whether, in the regression model, the residuals of one observation differ significantly from those of another. Using the glacier test, this study examines heteroscedasticity. This is evident if the significance probability is greater than 0.05. The test findings demonstrate that the research model is consistent with all hypotheses. The results imply that regression and path analysis is possible.

Research Results

Using the One-Sample Kolmogorov-Smirnov Test, the normality test results obtained the Asymp value— Sig. (2-tailed) of 0.758. Thus, the value received already meets the significance value > 0.05 , meaning that the data in the study are normally distributed. The results of the multicollinearity test show that the tolerance value for innovative behaviour and intrinsic motivation is 0.559 or more than the tolerance value is 0.10. The VIF value is 1.788 or less than 10, so there is no multicollinearity. The glacier test obtained the same results, which showed no heteroscedasticity.

The regression analysis shows that Intrinsic Motivation has a positive and significant effect on Job Satisfaction (sig 0.000; Standardized Coefficients Beta: 0.155). Thus Hypothesis 1 is proved. Similarly, the result also shows that IWB has a positive and significant effect on Job Satisfaction (sig 0.000, Standardized Coefficients Beta: 0.783). Thus Hypotheses 2 is accepted.

Table 1. Multiple Regression Analysis Result

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.497	.887		3.944	.000
	Intrinsic Motivation	.118	.043	.155	2.749	.007
	IWB	.733	.053	.783	13.920	.000
a. Dependent Variable: Job Satisfaction						

The third hypothesis was examined using simple regression analysis. The result yielded a satisfactory result since the significance level is 0.000 and the Standardized Coefficients Beta is 0.664. Thus, Intrinsic Motivation is proven to have a positive and significant effect on IWB.

Table 2. Simple Regression Analysis Result

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.497	.887		3.944	.000
	Intrinsic Motivation	.118	.043	.155	2.749	.007
	IWB	.733	.053	.783	13.920	.000
a. Dependent Variable: Job Satisfaction						

Table 3. Path Analysis Results

Direct Effect
Intrinsic Motivation on Job Satisfaction
$P3 = 0.118$
Indirect Effect
Intrinsic Motivation on Job Satisfaction through Innovative Work Behavior
$Y = P2(X-Z) \times P3(Z-Y)$
$Y = 0.541 \times 0.733$
$Y = 0.397$

Based on the table 3 above, the results indicate that the indirect effect is greater than the direct effect. It shows that IWB mediates between intrinsic motivation and job satisfaction. The researcher also conducted an additional test, namely the Sobel test, to determine the significance level of the IWB mediation effect. Based on the calculations carried out, it is known that intrinsic motivation has a positive and significant effect on job satisfaction mediated by innovative behaviour of 0.051 with a t-count value of 7,812 $> 1,980$ (t-table with a significance level of 0.05 or 5%), which means a significant effect on the level of 0.05 significance. Thus, intrinsic

motivation indirectly impacts job satisfaction through innovative behaviour as a mediating variable. Therefore, hypothesis 4 is accepted.

4 Conclusion, Limitations, Suggestions

This study investigates the effect of intrinsic motivation and IWB on job satisfaction. The results show that intrinsic motivation and IWB are significantly related to employee job satisfaction. Based on the analysis of direct and indirect effects, it is known that indirect-effect influence is more robust than direct influence. That is, IWB has a significant role in mediating the impact of intrinsic motivation on the papacy. The Sobel strengthens the findings, showing the significance level of the mediation influence is qualified.

The results of the study support previous research [11, 12], showing that innovative work behaviour significantly affects job satisfaction. In this case, organizations must strive for employees to behave innovatively since the behaviour will add to their positive attitude towards work and the organization (increased job satisfaction). The study's results also support other research [4, 13, 14, 15] that proves that intrinsic motivation significantly affects innovative behaviour. However, the role of the IWB will be increased as a mediator between intrinsic motivation and job satisfaction.

This study has limitations. Since the Covid 19 outbreak, the researchers found it difficult to collect research data directly from respondents. Therefore, the data are collected by providing questionnaires through intermediaries in the secretariat information field. Another limitation is that all data were collected at one point, i.e., cross-sectional. The longitudinal design will provide more substantial evidence and support the tests of effects and reciprocity needed to examine the role of time in developing model variables. In addition, future research that builds on in-depth qualitative methods should expand and deepen the findings, including gathering information about HRM practices perceived by top managers, supervisors, and subordinates. In addition, all data were collected using a questionnaire, which might result in a consistent set of responses.

After the Covid-19 pandemic ends, future research can continue to reconfirm the effect of intrinsic motivation and IWB on job satisfaction. Further researchers can also involve other relevant variables, such as creativity and employee performance and expand the scope of research by taking research data [12].

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